

**Delaware Health Resources Board
MeadowWood Behavioral Health Review Committee Meeting Minutes
Friday, March 2, 2018 10:00 AM
Thomas Collins Building
540 South Dupont Highway Dover, DE 19901
DDDS Conference Room 106**

Review Committee Members Present:

Carolyn Morris, John Walsh and Ted Becker.

Staff Present:

Latoya Wright and Joanna Suder.

Call to Order and Welcome

The meeting of the Review Committee for MeadowWood Behavioral Health System (MeadowWood) was called to order at 10:06 a.m.

Review of MeadowWood Application

It was stated that on November 13, 2017, MeadowWood submitted a Certificate of Public Review application for a seven-bed expansion. The capital expenditure is \$200,000. This application will have a 90-day review period. The deadline is April 9, 2018. It is anticipated that the Board will vote on the application at the March 22, 2018 meeting.

Project Summary and Background Information

MeadowWood Behavioral Health System (“MeadowWood”) is applying for a Certificate of Public Review to add 7 new licensed inpatient psychiatric beds to its 93-licensed bed New Castle facility. These beds would be added in an area of the hospital serving adolescent, co-occurring and adult psychiatric patients. Space currently used for administrative purposes will be constructed for additional beds. MeadowWood’s belief is that this limited, “flex” expansion will enable it to lower deflection rates. This small expansion also addresses the 2016 Delaware Behavioral & Mental Health Task Force Report. Specifically, the Task Force recognized that increased inpatient mental health admissions and the resulting demand for inpatient beds has strained the current system and resulted in increased ER boarding, and wait lists.

The current 93-bed facility is located on 10-private acres and offers a safe and comfortable treatment environment. MeadowWood believes that each patient's care must be coordinated with health care providers, family members, and other community supports: their physician led team of clinical professionals provides an individualized treatment plan for each patient, designed to focus on their current difficulties. The proposed expansion to renovate MeadowWood will afford greater flexibility in meeting the changing daily needs of the community. This 7-bed renovation and reappropriation would allow the provision of needed treatment for individuals in crisis without tying up emergency department resources. Moreover, individuals could receive these important services without deflection due to capacity and design restraints with safe, effective, and planned service delivery during times fluctuating volume and demographics. Correspondingly, treatment outcomes would improve by decreasing the length of time that individuals must wait before

beginning treatment. The individual needs of each person receiving services will be met accordingly, as census determines. MeadowWood currently offers the following programs:

- Assessment and Referral Center
- Adult Psychiatric Inpatient Program
- Co-Occurring Inpatient Program
- Senior Behavioral Health Program
- Adolescent Inpatient Psychiatric Program
- Partial Hospitalization Program

Review Considerations

The Review Committee reviewed the following criteria for the proposal to determine whether the application meets or does not meet each criterion.

Criterion I: The relationship of the proposal to the Health Resources Management Plan (HRMP).

MeadowWood states the proposed limited, “flex” expansion of MeadowWood Hospital aligns with the HRMP’s “Triple Aim Plus One” framework whereby all Delawareans receive accessible, effective, well-coordinated care throughout the health care system by:

- Increasing community access to psychiatric inpatient services by MeadowWood Hospital being able to “flex” beds across three patient populations.
- Increasing patient satisfaction as well as affording staff more ability to focus on the individual's treatment as opposed to bedding concerns/control, (i.e., movement between units).
- Increasing the physical number of beds available to individuals in crisis during times when multiple facilities are at capacity.
- Reducing the length of times for individuals in crisis awaiting emergency psychiatric treatment.
- Reducing the length of time that medical resources are tied up in emergency departments while awaiting appropriate placement of psychiatric patients.
- Increasing the ability of MeadowWood to provide necessary emergency treatment to individuals experiencing a crisis.
- Utilizing current administrative space at the MeadowWood Hospital for the expansion, thereby adding access (i.e., beds) for a limited cost.

The Review Committee discussed MeadowWood addressing the “flex” expansion. The services would remain the same across the service lines.

MeadowWood provides services to any individual regardless of their ability to pay by providing a free and confidential assessment to determine a level of care recommendation followed by inpatient care if deemed appropriate. For each potential patient, MeadowWood performs the following activities:

- Complete needs assessment to determine level of care recommendations.

- For individuals admitted to an inpatient unit, a complete Biopsychosocial Evaluation is performed to assist in further understanding the current needs and issues of the individual as well as the development of a Treatment Plan.
- Initiate a plan for psychiatric stabilization.
- Provide a safe and therapeutic treatment environment.
- Identify, collaborate and coordinate care with, and plan with community providers, family members, and/or significant others (when appropriate permission is obtained).
- Plan and conduct discharge planning with the individual receiving services, family members/significant others, community provider(s), and payers sources.

MeadowWood has a signed participation agreement with the Delaware Health Information Network (“DHIN”) and submits service records and accesses data and information from DHIN for care coordination purposes.

The overall health and well-being of the members of the communities served, as well as safety and security, will be improved due to the increased number of individuals experiencing a psychiatric emergency who will be able to receive care as a result of this expansion.

The Review Committee agreed the application met criterion I.

Criterion II: The need of the population for the proposed project

The 2016 Delaware Behavioral & Mental Health Task Force Report’s recommendations recognize the need for additional psychiatric beds in Delaware. MeadowWood recognizes that there will be additional beds added in Delaware when the SUN Behavioral Health hospital completes construction and certification in Sussex County. However, the addition of beds in the southern part of Delaware will not alleviate the local shortage in MeadowWood Hospital’s immediate area, nor change the flexibility in the proposed expansion. MeadowWood projects they will need 120 beds by the year 2022.

The Review Committee discussed MeadowWood’s projection of an additional 20 beds due to the growing demand for behavioral health services. The request for the seven beds now, will afford MeadowWood the ability to further flex the creative design of the facility and adjust for imbalances in the changing demands of the referral sources and community. With these seven beds, MeadowWood will be able to “swing” three different units - adolescent, co-occurring and adult psychiatric, and thus better accommodate these different populations directly and all of its patients indirectly. Furthermore, the addition of beds at MeadowWood will relieve bedding pressure within the State Public Mental Health System, which has well documented deficits and shortages. MeadowWood also believes that the State will benefit from granting this application for expansion because it will promote better overall services for the citizens of Delaware.

The Review Committee agreed the application meets criterion II.

Criterion III: The availability of less costly and/or more effective alternatives to the proposal, including alternatives involving the use of resources located outside the state of Delaware.

There are other providers of psychiatric services in Delaware that could serve MeadowWood's patient population, including The Rockford Center and the Dover Behavioral Center. However, based upon deflection rates within Delaware and the surrounding region, it is uncertain if these services are readily accessible at the time of patient need. This leads to intake delays and patients being forced to seek service in emergency departments. The latter is significantly more costly and, more importantly, counter-therapeutic.

The Review Committee agreed the application meets criterion III.

Criterion IV: The relationship of the proposal to the existing health care delivery system.

MeadowWood is a wholly owned subsidiary of Acadia, a leading provider of psychiatric and addiction services in the United States for over 10 years and has been operating in the state of Delaware for over 6 years. MeadowWood has established and maintained excellent relationships and partnerships with many community agencies, organizations, and hospitals, including but not limited to:

- Division of Substance Abuse and Mental Health
- The Division of Long-Term Care
- Adult Protective Service
- The Division of Developmental Disabilities (DDS)
- Christiana Health Care System
- Saint Francis Hospital
- Union Hospital
- Beebe Hospital
- Crozer Chester Medical Center

MeadowWood has established referral arrangements with other providers to ensure appropriate continuity of care, accessibility, and related quality enhancing consideration. When MeadowWood hospital is at capacity, or if a specific treatment impasse arises, the following facilities are contacted to facilitate the treatment of the individual experiencing the need's access to services:

- Christiana Care Health System (Only accepts Voluntary Patients)
- Delaware Psychiatric Center (at capacity)
- Dover Behavioral Health System (at capacity)
- Rockford Center (at capacity)

The following organizations provided letters of support for MeadowWood's expansion:

Nemours
Sun Behavioral Health

St. Francis Healthcare
Rockford Center

The Review Committee agreed the application meets criterion IV.

Criterion V: The immediate and long-term viability of the proposal in terms of the applicant's access to financial, management and other necessary resources.

MeadowWood maintains a diverse, qualified professional staff that is highly trained and educated in various aspects of medical and behavioral health. The team operates jointly to provide a multi-disciplinary approach, utilizing evidence-based practices as a guide to assessing, treating, and caring for all individuals receiving care at MeadowWood Hospital.

MeadowWood's medical staff includes psychiatrists who are Board Certified in Psychiatry and Addiction treatment, and a team of nursing staff that includes Registered Nurses, Licensed Practical Nurses, and Certified Nursing Assistants. Additional support staff is in place and have specific and pertinent experience, education, and expertise in providing mental health and addiction treatment. The Social Services team includes: Masters Prepared Family Therapists, Licensed Clinical Social Workers, Certified Alcohol and Drug Counselors, and Certified Recreational Therapists. As of September of 2017, over 325 professionals are employed at MeadowWood Hospital.

The Review Committee agreed the application meets criterion V.

Criterion VI: The anticipated effect of the proposal on the costs of and charges for health care.

The application for the proposed project includes the following projected costs during its first full year of operations:

Financial Impact (first full year of operations)

Estimated effect on annual expenses:	\$ 844,424
Estimated effect on annual revenue:	\$ 1,342,587
Estimated effect on individual charges:	\$ 0.00

It is believed that the proposed, limited, "flex" expansion will have a small, beneficial impact on the cost and charges of existing health services being provided within the health care system. Specifically, as deflections decrease, that patient will receive services at MeadowWood, as opposed to expensive emergency room department services. The application included Schedule 4-The Statement of Revenue and Expenses which provides revenue and expenses for the hospital.

The Review Committee agreed the application met criterion VI.

Criterion VII: The anticipated effect of the proposal on the quality of health care.

MeadowWood is certified by Medicare and Medicaid. MeadowWood is accredited by the Joint Commission for the Accreditation of Hospital Organizations (JCAHO).

The Review Committee agreed the application meets criterion VII.

Other Review Considerations

A. Economies and Improvements in Delivery of Services

The expansion will allow the provision of needed treatment for individuals in crisis without exhausting emergency department resources.

B. Promotion of Quality Assurance and Cost-Effectiveness

Meadowwood would be providing high quality services with the additional beds in respect to cost.

C. Providing Health Services to Medicaid Patients and the Medically Indigent

MeadowWood is already a current Medicaid provider. Forty percent of their current patients are Medicaid. MeadowWood provides free and confidential assessments to any individual seeking or in need of such an assessment, for the purposes of obtaining a level of care recommendation. This service is supported by various community members and organizations as well as by hospitals and other sources. MeadowWood complies with the Emergency Medical Treatment and Active Labor Act (EMTALA), which has provisions for the treatment and stabilization of individuals who present for emergency treatment, regardless of insured status.

D. Services Promote a Continuum of Care

MeadowWood has and will continue to promote the highest quality continuum of care, including:

- Upon accessing services at MeadowWood, the referring agency is contacted within 24 hours of the individual's admission.
- Community providers are identified during the initial assessment process and that provider is contacted to coordinate care. This may occur at various levels, (I.e. physician to physician, nurse to nurse, and therapist to therapist).
- Daily contract is maintained with the payer via the Utilization Management department staff.
- Before discharging from the hospital, after care arrangements and appointments are established with the appropriate outpatient provider(s).
- All patients receive discharge instructions and a list of their medications with the dosages and times at discharge to further reinforce the patient's understanding as well as to promote continuity of care.

E. Enhancement of Health Status of Population

The addition of beds at MeadowWood will contribute to the shortage of mental health services within the state's mental health system.

F. Enhancement of Efficiency in Meeting Healthcare Needs

The addition of beds will enhance the efficiency in meeting health care needs.

G. Financial Feasibility Study

Yes, a pro forma is included in the application.

H. Evaluation of Less Costly/More Effective Alternatives

There are other providers for psychiatric services in Delaware, however MeadowWood is uncertain if these services are readily available at the time of the patient's need.

I. Alternatives Evaluated for Facility Change

Continue to operate with the current number of beds, however this will not allow MeadowWood to address the growing demand.

J. Energy Conservation Principles Employed in Design and Construction

The project will meet or exceed the requirements of the energy code for electrical, HVAC, and architectural assemblies.

K. Proposed Construction will Eliminate Architectural Barriers to the Handicapped

The addition will meet the requirements for the Americans with Disabilities Act.

Action

Based upon the foregoing findings, the Review Committee hereby recommends approval of the CPR application submitted by MeadowWood to expand their facility by seven beds

Next Steps

The Review Committee will provide their recommendation of approval to the Board at the March 22, 2018 HRB meeting.

Thanks

Adjourn

The meeting adjourned at 10:41 a.m.

Guests Attended

Debbie Hamilton	HGP
Lizzie Lewis	HGP
Felicia Risick	MeadowWood
John Mckenna	Rockford Center